Report of

Central States Farm and Home Development Conference

Chicago, Illinois
January 20-22, 1955

Federal Extension Service • United States Department of Agriculture
Washington 25, D. C.

FARM AND HOME DEVELOPMENT IN THE CENTRAL STATES
A CONFERENCE REPORT

Introduction

Extension Directors of the North Central Region in their September 1954 meeting at Green Lake, Wisconsin, authorized "a three-day conference of active workers, approximately three per State in Farm and Home Development, to be held in Chicago in January." They appointed a program committee consisting of Richard W. Bell, Michigan, chairman; Louise Young, Wisconsin; Cliff Meeker, Missouri; Eunice Heywood and Karl Knaus, Federal Extension Service. Associate Director E. W. Janike of Nebraska was asked to represent the Directors on the program committee and at the conference.

The chairman of the committee, Director Janike, and the Washington members of the committee met in Washington during the Land Grant College Conference in November to draft a tentative program based upon suggestions from the States gathered by the committee. Mr. Ed Callahan, Federal Extension Service, was invited to meet with this group. He continued to assist the committee and participated in the conference. It was early decided that exchange of experiences among the people working on Farm and Home Development would be the most useful product of this conference. Therefore, the program was arranged to encourage discussions and exchange of ideas.

A chairman and two recorders were selected for each session. A feature of the conference was the State reports of progress made at the opening session. Formal presentations were brief. These presentations were collected by the recorder and notes made of the discussion. These brief statements by the speakers and the notes of the recorders form the basis for this report. It was compiled by the Federal Extension Service.

Chairman Cliff Meeker, Missouri

Recorders Lulu Black, Illinois
E. E. Peterson, Nebraska

Introductions.

Objectives of the Conference
E. W. Janike

Farm and home development is not a new program but rather a new approach in the application of extension information to meet the request for more individual attention to the problems of the farm family.

This conference is not a series of formal presentations by individuals for analysis and adoption by the group but rather it is an opportunity for all of us to lay out our problems and cross-check methods and ideas.

Some states have made more progress than others. Many are going through the first stages of orientation, have started, made some progress, have run into road blocks and are now ready to talk, listen and analyze. The program calls for getting into the mechanics of the unit approach rather quickly.

Most states have had this program in operation for at least six months and are now checking up on progress. We want to know:

1. How agents are being trained;

2. How do specialists fit in;

3. What is the supervisory staff doing;

4. What relationships have been developed with other agencies;

5. How is participation achieved;

6. What type of records, workbooks, etc., are being used.

None of us had the idea that we would have a smoothly functioning program in operation with outstanding results by the end of the current fiscal year. However, we should know quite definitely by that time the direction we should go. We should not forget that the time is coming when we must measure our progress and explain what the people are getting for their investment.

The greatest value from this conference will not be the summary you receive but rather the ideas and suggestions obtained by interchange with other States.

STATEMENT OF FARM AND HOME DEVELOPMENT IN CENTRAL STATES

FARM AND HOME DEVELOPMENT IN ILLINOIS
W. F. Coolidge

I. Committee appointed representing most of the departments:

Agricultural Economics - G. B. Whitman
Dairy Science - J. G. Cash
Animal Science - H. G. Russell
Agricultural Engineering - F. W. Andrew
Agronomy - W. F. Purnell
Assistant State Leader of Home Advisers - Lulu S. Black
Family Economics - Ruth C. Freeman
Information Officer - J. K. McDermott
Assistant State Leader of Farm Advisers - W. F. Coolidge, Chairman

The committee was given the responsibility for preparation of materials and outlining methods of procedure.

Staff members from all departments assisted in the preparation of materials.

Objective - "The objective of Farm and Home Development is to assist farm people, through technical and economic information, to develop and put into use sound, long-time plans adapted to their farms and members of their families which will provide for conservation and use of all available resources and for efficient management of farm and home to gain an optimum net income and a satisfying level of living."

II. Materials prepared are:

1. "You and Farm and Home Development" prepared for County Extension Workers.
2. "Opportunities for you in Farm and Home Development" prepared to develop interest of cooperators.
3. Extension worker guide for Farm and Home Development, two sections:
   a. Principles, Policies, Procedures, with respect to Farm and Home Development by W. G. Kammlade.
   b. How to do Farm and Home Development.
4. Illinois Farm and Home Development Plan Book.
5. Illinois Farm and Home Development Reference Book.

III. Meetings to develop the program approach.
District Meetings:

1. Ten district meetings were held in July 1954 for county extension workers and representatives of cooperating county organizations, to explain the use of the new funds and give counties sufficient information to decide if they wished to participate as pilot counties.

It was decided that with the amount of money available, thirty counties could have an additional assistant farm adviser if the county provided local support for transportation, secretarial help and office space. Some counties could also have additional home advisers if local support was provided.

2. Ten sub-district training meetings on how to do the work are being held for all county extension workers.

3. Five two-day district training schools for county extension workers are to be held in March - Subject matter "Farm and Home Management," "Farmstead Arrangement," and "Landscaping."

IV. County participation.

1. Thirty-one pilot counties were approved from the list of those applying. Five counties are in the three "Hope-Aiken water sheds." The remainder are distributed among extension and congressional districts where feasible.

2. Personnel qualifications of new staff include:

   a. Degrees in Agriculture or Home Economics.
   b. Three years experience after graduation.

3. As of January 15, twenty-one assistant farm advisers and one assistant home adviser have been employed from Farm and Home Development funds. Eight counties have adjusted other extension funds so as to provide assistant home advisers. Other vacancies will be filled as soon as qualified personnel can be secured.

V. Approach.

1. Each pilot county will be expected to enroll at least fifty families the first year and all other counties, five or more.

2. We are working on Farm and Home Development to the end that the resources of the entire extension service may be brought to bear on the individual farm and the farm family.

'BETTER FARMING FOR BETTER LIVING' IN INDIANA

Paul Crooks

The general pattern for this work had been established by the Individual Farm Planning work previously conducted by the Agricultural Economics Department. Although more than 10,000 different farmers had participated in this program, the farm and home had not been included as a unit.

3c funds permits additional agents in 25 or 26 counties. Additional assistant county agents are now on the job in 19 counties and five counties have the required mileage appropriations available, but qualified personnel has not been secured for them.

Step one in Indiana was to formulate a State advisory committee. It is composed of representatives from nine specialist departments, the Soil Conservation liaison man, and six representatives of the home economics and agricultural administrative offices. The committee first developed a suggested county plan of operating procedure, and a training program for the county personnel who would be working with the program.

Some of the basic thinking stressed by the committee is:

1. No rigid or set procedures should be established until after the program has been in operation a year or two.

2. The program must be flexible so that it can be adapted to the local county situation.

3. The program must be kept on a unit approach basis.

4. Participants should be comparatively young farm families, those with open minds, and those with whom some definite accomplishments can be achieved.

5. It is desirable that the participants represent all areas of a county so that the family and their farm and home can serve as "living demonstrations."

6. The objective of the program is to teach people to help themselves. Personal service should be limited to explanations, information, illustrations, demonstration, and encouragement as much as possible.

7. The farm family should make its own plan. The agent is to assist and advise but never to make the plan for the family. It is felt that the plan would have less chance of being put into operation if the agent did otherwise.

A training conference was held during the first two weeks in November for the new assistant county agents. However, all agents from the counties participating in the program were brought in for the first two days in an attempt to gain a common understanding of the program.

The assistant county agents are responsible to the county agent. The entire county staff works with the Better Farming and Better Living Program, but the additional assistant agent devotes all of his time to it.

The specialist duties are to train the agents and to keep them supplied with relevant information.

Step one in each county has been to form a county Better Farming and Better Living Advisory Committee. This committee assists in determining county policy and in securing participation of farm families.

Step two in each county is to obtain a definite enrollment of 20 to 30 farm families. These families attend three group meetings to study basic principles in farm and home analysis and planning.

Step three is the application of the planning process to the individual farm family situation. The agents visit the farm family to help them appraise their opportunities, define their goals, and develop and execute plans.

Step three should stimulate desire for additional information in many areas of technology. Subject matter meetings can be arranged with specialists to discuss specific problems and to provide such additional information. Many of these meetings can be anticipated in advance and can be held while step three is in progress.

The group meetings are conducted as follows:

First Session

10:00 - 10:15	Explain the purposes and objectives of the Better Farming and Better Living Program.
10:15 - 11:00	Goals--Criteria of goals and their definition for the farm family.
11:00 - 12:00	Basic economic principles as they effect the opportunities and requirements in agriculture.
1:00 - 1:30	Time management.
1:30 - 3:00	The economics of crop production.

Second Session

10:30 - 12:00	Home management.
1:00 - 3:00	The livestock enterprise.

Third Session

10:00 - 12:00	The group of farm families visit and study a farm.
1:00 - 3:00	Analyze and discuss the farm for the purpose of arriving at the most desirable enterprise combination.

Convictions as of today:

1. The farm families should attend all sessions together and not meet in divided sessions. Divided meetings have not proven too satisfactory when attempted.

2. Presentation of a specific subject should be completed before a different trend of thought is introduced.

3. Any suitable method to get the group acquainted and "loosened-up" is highly desirable to be used at the beginning of the first session.

FARM AND HOME DEVELOPMENT - IOWA
Carl C. Malone

Background

The training and guidance provided to the Farm Security Administration program during the thirties; the experience of the Farm Business Associations in educating and counselling farm families about their farm and family decisions and the county Farm and Home Management program of Southern Iowa, carried out under the direction of a local committee, has provided Iowa useful experience and quite a little trained leadership relative to the farm and family approach.

Certain parts of the in-service training program for the field staff over the years and especially the Social Science Refresher Course for all extension staff members in 1950 has provided background and general understanding.

Development

In 1952 and 1953, the staff Program Development Committee and the State Extension Advisory Committee of farm men and women spend many sessions considering the special problems of younger farmers. Together they developed the general concepts, philosophy and objectives of such a program and suggested general operating procedures.

Late in 1953, Iowa proceeded with two pilot counties for a trial period of three years. Other counties were supported in trying out the idea on a smaller scale. These two counties were furnished additional staff and given special guidance by extension administration and district supervisors. The work was planned by the county program development committee in the usual way but with additional counsel from other leaders.

Steps taken included: the development of a specific county program in farm and home development; informing and getting the support and sanction of the county leadership; building up a list of all farm families in the county of 35 years and younger with their location and some information about each of them; developing a logical starting place with one or more groups of these families; getting the program under way.

Farm operator schools have been carried out in numerous counties by the farm management group. These are a valuable asset.

A State farm and home development committee was appointed with the Assistant Director, Maurice Soults, as chairman. This committee was made up of representatives of the main subject matter areas to be used. Other members included supervisors and field staff members. This committee helps in providing counsel and guidance, the development of materials and the planning of training programs.

The work in the two pilot counties provided much needed experience in setting up farm and home development work prior to the time that Congress made the additional appropriation. Since July, 1954, a further development and refinement in philosophy, objectives and operating plans in farm and home

development has taken place. Two statements providing considerable detail of this kind has been issued and a thorough discussion of it carried out by the whole extension staff in groups of about 30 so that all could participate and make suggestions. This has also been done in the teaching and research staff of the Division of Agriculture.

The specific objectives agreed on are through education and personal counsel, to help young families learn:

1. How to manage well.
2. How to make good use of their talents and opportunities.
3. How to do these things in a manner consistent with their family goals and objectives.

Present Situation

The two pilot counties and one other now have farm and home development programs in operation with from 35 to 50 couples cooperating in each county. No fee is charged; education is considered to be free. In two of the counties, one group of young couples is in the second year of the program. In several other counties, the program is under way on a smaller scale.

Typically, the program operates about as follows:

A visit to the couple of their home as the enrollment process takes place. A series of meetings in groups of 8 to 20 couples, usually a series of four meetings per year. This may be supplemented by additional tours and larger meetings. Additional personal counsel as needs develop and time permits.

The assistant county extension director may have certain special duties to perform in carrying out the program. But work is carried out by the county staff works as a team.

The district supervisors make special efforts to give counsel and guidance as needed. The counsel of the district farm management specialist due to his long experience in working with individual families with their farm and family problems and in counselling on decision making is of demonstrated usefulness. He has no responsibility as to policy.

The general Farm and Home Development Committee are proceeding with further work in the development of materials and staff training. Specialists are assisting with the preparation of special subject matter material needed in the county program, in making suggestions and in providing counsel.

A farm and home development Research Committee from the fields of Sociology, Economics, Child Development, Home Management, and Home Economics Education has been appointed by the Experiment Station Director. They will stimulate research work that is needed, make a benchmark study and expedite the program. They have been assigned about $10,000 to be used for approved research work.

About ten additional field staff members have been appointed to provide additional special help in counties with larger scale programs. Others will be appointed as competent people can be found. Many other counties are being given additional counsel and training so that they can get the program under way on a more limited scale; larger scale operations being anticipated in the near future.

BALANCED FARMING AND FAMILY LIVING IN KANSAS
Harold Stover

I. Beginning

1946 -- Awards Program. Sponsored in all counties by State and city Chambers of Commerce - has been a coninuous program.

Awards:

3 county
9 area
3 district
No top family

Ten standards of measure developed by Dean Williams at beginning of program - still in use with revision this year.

II. Current emphasis.

Additional county personnel - 15 special agents (5 in each administrative district) working in 15 counties. In these counties, agents are working with 50 families - in other 90 counties - a minimum of 5 families with several using minimum of 15 - counties having special agents represent various type of farming areas.

State level.

Advisory committee to Dean made up of representatives from each department plus all farm management specialists. Developing guide for agents in their development of balanced farming and farm living. Feel need for more county thinking on this committee.

Training - No state training conference. Has been done by district supervisors. Varies according to district.

Materials.

Handbook for agents
Workbooks
Check lists
Farm and Home Account Book
Block Budget System (newest)

FARM AND HOME DEVELOPMENT IN MICHIGAN

R. W. Bell

Additional Federal funds made available July 1, 1954, made possible the employment of 25 additional county staff members. Of this number, 14 have been designated Assistant County Agents for the purpose of providing leadership to the county staff in organizing and conducting a Farm and Home Development program. Staffs of all counties of the state have been asked to develop an active Farm and Home Development program, the dimensions of which are determined by whether or not additional county personnel was made available. Workers were assigned to counties on the basis of an existing personnel allocation formula. Two Home Demonstrations Agents at Large were employed and assigned to the office of the Extension Home Demonstration Leader. These two women provide leadership at the state level in implementing the home and family phases of Farm and Home Development. Two Assistant Home Demonstration Agents were employed, on a pilot basis, to do Farm and Home Development work within their respective counties.

During July, a series of four district Summer School Conferences were conducted for all County Agents and Assistant County Agents. The theme of the conferences was Farm and Home Development. The objectives of the conferences were (1) to arrive at a more unified concept of what Farm and Home Development is, (2) to appraise the usefulness of various tools developed by Extension specialists of several departments, and (3) to develop a tentative outline of Farm and Home Development policy and procedure.

Following the Summer School Conferences, a state committee of Extension specialists, headed by the State Agricultural Leader, was set up further to implement the program. Under committee guidance, a 4-week training-refresher school was conducted at East Lansing during September and October for those Assistant Agents specifically assigned to Farm and Home Development. Home Demonstration Agents of the respective counties participated in the first three days of the school. All Home Demonstration Agents received further training during Annual Conference and at a series of January Outlook meetings. During December and January, half-day conferences involving the local county Extension staff, a Home Demonstration Agent at Large, an Extension specialist in farm management, and one or more representatives of the district supervisory staff were held in those counties having a Farm and Home Development Agent.

The several departments of the School of Agriculture and Home Economics have cooperated in preparing mimeographed loose-leaf work forms and other materials for use by Farm and Home Development Agents. Farm Management Specialists have prepared, in addition, a guidebook for use by Agents in conducting a series of Farm and Home Development meetings.

Farm and Home Development, as carried out in Michigan, is an Extension-wide program involving all staff members at all levels. In the initial steps, farm management specialists and home management specialists will work closely with county staffs in initiating planning activities with farm families. Specific work loads, in terms of numbers of families with which a county staff should work intensively, have not been spelled out to date.

FARM AND HOME DEVELOPMENT IN MINNESOTA
E. H. Hartmans

Two experimental projects were carried on in the field of farm and home planning.

1. Waseca County.

In January 1951, the county agent in Waseca County initiated a modest program of farm and home planning. He started with 7 families, but worked with 17 families in 1953. A special agent was engaged for 56 members at $50 per farm per year in January 1954. His salary is divided on a 50-50 basis between the farmers and the Extension Service. Travel expenses, office space and supervision are being provided by Extension. The cooperating farmers set up an organization that cooperates in the planning of the agent's work, it is responsible for local financing, etc. Recently, it was decided to limit the membership to 55 and to set the fee for 1955 at $55 per member.

2. The N. E. Minnesota Cooperating Farm Project.

The N. E. Minnesota cooperating farm project on farm and home planning has been set up in seven counties. The county agents have selected two to four farms per county as future demonstration of the farm unit approach. Work is under way with 20 farms.

Objectives are:

a. Have in each county a few well located, well planned examples of a well balanced farm and home activity that can be used for teaching purposes.

b. Use the developments of these farmers as a method of teaching the agents the steps they will need to go through in the process of planning.

c. Get basic evaluation material on the farm unit approach.

After the selection of the farm, each farm was visited at least four times by the county agent and farm management specialist during the year.

Present Developments

Recently the director of extension appointed a general policy committee for farm and home development work. The chairman is the Assistant Director. Membership consists of district supervisors, state specialists, two county agents, and one assistant agent.

Three subcommittees of this general policy committee were appointed:

a. To work out a general policy statement.

b. To determine the course of action in the counties and the role of subject matter specialists.

c. To prepare tools to be used in farm and home development work.

A summary statement of the three subcommittee reports was approved by the Director of Extension and is being presented and discussed with all specialists and agents in district conferences. During late April and early May, a series of 1-2 day training sessions will be held with all county extension agents. The training will be done by teams composed of a farm management specialist, a home management specialist and one or more other subject matter specialists, both agricultural and home economics. In the meantime, tools, and materials such as budget forms, slide series, work sheets, and a handbook are being prepared for demonstration and use at these sessions.

With the additional Section 3 (c) funds, 31 new positions have been set up in the counties - 17 assistant county agents, 12 home agents, and 2 4-H Club agents.

Three positions have been added to the State staff - a district county agent supervisor and a district county hom agent supervisor with the special assignment of emphasizing the farm and home unit approach with all agents in all counties. Also a farm management specialist.

Some agents are moving ahead with their plans. Kandiyohi County has selected 10 farm families. Each family has been visited at least once. At this first visit an analysis of the present situation was made and long time family goals and some short time goals were discussed. The intention is to visit each family twice before the cropping season starts, in order to discuss a well balanced crop and livestock program. In the meantime, he intends to have several group meetings at which he may ask for the assistance of a State specialist. Some other agents are following a similar course of action.

BALANCED FARMING IN MISSOURI
Frank Graham

Farm families and Extension workers began to be aware in the late 1930's that new practices and new techniques need to be fitted and correlated into a <u>system of farming</u>.

The farm family had to look at the farm business and family living as a unit. The big problem for the farm family was how to fit together all these practices on the farm so as to make the best use of the resources available to them.

Balanced Farming--(Farm and Home Planning) (Farm and Home Development) began to fill a real need for Missouri farm families. It went right to the heart of making a good income on a farm under present conditions.

As farm and home planning--Balanced Farming in Missouri--developed over the years, several basic principles were established. A few of these principles are given here because they are important.

I. Balanced Farming is the program of the farm people themselves. The responsibility for farm and home planning and development is largely theirs, and the increased income assists them in reaching their goal.

II. Balanced Farming is voluntary. The incentive for farm and home planning is that it pays in better income and in greater satisfaction in family living.

III. The responsibility of the Extension Service and the Land-Grant Colleges with their Experiment Station research is to carry out the job of education. The Extension Services assist farm families in many ways:

1. To provide analysis and planning guides and information that will enable the farm family to:

   a. Analyze its farm and home situation.

   b. Recognize problems.

   c. Plan a system of farming and homemaking that will meet the needs of the family.

   d. Put the plans into operation. The basic plan must be sound and does not change much. The methods and practices change as fast as new ideas are found and can be incorporated into the system or plan. The agent gives needed assistance in the planning procedure.

2. When the family has developed its plan and is ready to start putting it into operation, the Extension Service is called upon for assistance with the selected practices.

3. The county agents and home agents are also responsible for creating interest and demand for Balanced Farming. (Farm and Home Planning) They help farm families to develop a Balanced Farming Program in the county.

IV. When it comes to putting plans into operation, everyone can find a handhold to help the farm family. Businessmen must provide the needed facilities, such as fertilizer, lime, machinery, home appliances, bathroom fixtures, credit, and many others too numerous to mention. Contractors are needed to build terraces, ponds, and structures. Schools, churches, and community groups are needed to provide advanced educational opportunities, adequate recreation, and satisfying rural programs of work.

V. Other organizations should be given an opportunity to help the farm family in carrying out its plan. The Agricultural Stablization and Conservation Committee, Farmers Home Administration, Vocational Agriculture, and Soil Conservation Service can and will give assistance to farm families when needed.

VI. Recognition of farm families for their accomplishments in Balanced Farming is needed. In Missouri, businessmen, through their organizations such as chambers of commerce, banker's associations, and others, accept this responsibility and see the economic opportunity.

1954 Summary of Balanced Farming in Missouri

County Agent reports show that 1,213 Missouri farm families started Balanced Farming plans in 1954.

Every county in Missouri has some kind of a Balanced Farming program in operation. Any farm family who so desires can start developing a Balanced Farming system.

In 1954, 38 Balanced Farming associations were in operation in forty counties with an average of about fifty families per county. About 2,000 farm families were in these groups. These families paid an enrollment fee of from $10 to $50. Each of these counties had a full-time agent on the Balanced Farming phase of Extension work in the county.

The expanded program of Balanced Farming (Farm and Home Planning) called for the addition of 33 associate county agents working on Balanced Farming--28 of these have been hired and started work to date; the other five will possibly be hired in January. The conditions under which a full-time agent is placed in a county in Missouri are that the county raises $1,200 toward the agent's salary, plus cost of mileage and other expenses.

There is probably a trend in Missouri toward working with larger numbers of farm families and a smaller enrollment fee, or none at all, with all costs paid out of public funds. The associations have been very successful, however, and some will continue.

Here are ten steps that Missouri farm families take in planning and putting a Balanced Farming system into operation:

1. Analyze the present system of farming and homemaking and check for any weaknesses and needs.

2. Appraise the present system in the light of the analysis and consider changes and alternatives to arrive at best use of resources.

3. Work out a cropping system plan that will be safe, considering average weather, and that will make the highest returns above cost.

4. Adjust cropping system to provide a well-balanced pasture system.

5. Develop livestock enterprises that are best adapted to the production from the cropping system, and that balance out the use of labor and capital.

6. Make any adjustments needed to assure an adequate volume and sufficient size of business.

7. Control erosion and develop a water-management system with emphasis on an access lane, field arranagements, and convenience of farming.

8. Make efficient use of labor and machinery. Have the machinery needed for the system of farming, and use labor-saving methods.

9. Keep adequate records. Study the farm and home business. Consider and apply outlook information, consumer trends, possible markets, then produce for these markets.

10. Use a good system of farming and homemaking to improve family living. An increased income will provide a modern convenient home, good food, good health, and recreation, and a plan for financial security.

FARM AND HOME DEVELOPMENT IN NEBRASKA

Phil Sutton

The Farm and Home Development program in Nebraska, started with a planning committee. This committee was appointed by the Associate Director and was made up of a County and Home Extension Agent, state specialists, and supervisory personnel. During the spring and early summer this group held several sessions. Five of this committee attended the Central States' Farm and Home Planning Conference that was held in Missouri during the latter part of June, 1954. This fall the rest of the advisory committee and project leader visited three counties in Missouri, for the purpose of observing their "Balanced Farming Program."

The committee recommended that the program be carried out under the general direction of the State Director of Extension; also, that a state leader be appointed to direct the program, and that he be assisted and advised by an advisory and steering committee. These committees were appointed by the Associate Director and represent all the departments of the Agricultural College. The steering committee is the smaller, consisting of nine members who are also a part of the larger advisory committee.

To get the program into operation it was recommended that pilot counties be set up. These would be counties where the Sponsoring Boards and Extension agents had indicated an interest. Two plans were outlined, whereby these counties would receive additional personnel. Under the first plan, an experienced, well-trained Associate Agent would be added to the existing county staff. This Associate Agent would be expected to work full time with approximately fifty farm families in Farm and Home Development. A charge of $50.00 per family will be made to help pay for part of the program's expense. Under the second plan 6 to 8 pilot counties would be set up where the present County and Home Agent would work with approximately 25 families. In order to free this staff for that work, an Assistant Agent would be added.

Under both of these plans an advisory committee is appointed by the Sponsoring Board to advise with the County Extension staff and help with selection of families and promotion of the program.

At the present time, 4 counties have signed agreements for the first plan, and 6 counties and one other County Agent district comprising several sparsely populated sandhill counties have signed agreements to operate under the second plan.

So far, we have not been able to fill two of the counties with Associate Agents. Replacements are being added as Assistants-in-training, and these will become available as soon as their training period has been completed.

A week of training was held for twenty of our County Extension workers. Included in this training were supervisory and some of our specialist staff members. The training covered various phases of Farm and Home Management, including a visit to a farm for the purpose of doing some practice planning. Extension specialists and the Resident Teaching staff in Farm and Home Management helped with this training school. Plans for additional training are being made. This will include another week of training for a different group of our agents in Farm and Home Development counties. A follow-up training session in the late spring will be held for these agents doing this intensified Extension work. There will also be a one-day agent training conference in Farm and Home Management for all of our County Extension Agents.

Our main objective is to be able to put the Farm and Home Development program into all counties that are interested.

FARM AND HOME DEVELOPMENT IN NORTH DAKOTA

Paul Kasson

1. Presented to entire staff during summer conference in August. Mr. Crosby was present.

2. Farm and Home Development Committee selected by Director.

3. Follow-up - One day during district conferences in September.

   a. Each Agent asked to present his observation and experiences since summer conference.

   b. Notes taken of needs from specialist and supervisory staff.

4. One day spent on it at district conferences in December with Farm Management and Home Management specialists presenting material.

5. District Supervisors made written report of unit approach activity in each county. Report made in December.

6. Entire staff asked to submit questions and problems for discussion at annual conference in January.

7. One day devoted to unit approach during annual conference. Director Brown of Oklahoma and Dr. Starley Hunter of the Washington Office presented material. Staff divided into four groups for discussion.

8. One day at district conferences in March will be devoted to Agent discussion on progress and problems.

9. Met with Soil Conservation Service personnel in State.

Where We Are Today

About 3/4 of the counties are now working with some farm families and actual plans are beginning to shape up.

We believe Agent discussion and initiative will chart a course which will prove sound and meet with public approval.

Specialists are visiting farms where Agents need specific help.

Fact sheets are being prepared as need develops.

Agents are experimenting with various types of budgeting aids.

A plan book will be prepared if the Agents demonstrate a need for one.

Agents are trying work with individuals and in small groups.

Everyone appears to like the idea and seems open-minded, desirous of making a success of the opportunity.

SUMMARY REPORT OF FARM & HOME DEVELOPMENT ACTIVITIES IN OHIO

Ed Kirby

I. General Background Information

Extension Administration and supervisory staff, responsible for administrating the total extension program, decided on the following general philosophy, objectives, policies, and procedures:

A. Farm & Home Development will be considered as a method of teaching and not as program. As such, this method will be conducted through normal extension channels and will not be centered in a special department or any one of the subject matter departments.

B. This method will be a unit approach to family problems, with the family, the home, and the farm being considered as integral parts.

C. This method will involve the extension personnel in working with the family in helping them to (1) determine their goals; (2) inventory their resources, abilities, and limitations; (3) analyze their situation; (4) identify and recognize their problems; and (5) determine alternative ways of meeting their problems. The family will do the planning and will make the decisions with the agents assisting them with developing both a long-time plan and immediate plans.

D. Additional personnel added to the staff on the county level will not be expected to spend their time specifically in promoting and conducting Farm and Home Development, but as decided by the supervisory team and county extension staff, will relieve present county staff of some of their responsibilities in order that the total county staff can give some concentrated effort to Farm and Home Development as a method of teaching.

E. It is expected that all extension personnel in the counties will be using Farm & Home Development as a method of teaching as soon as expediently possible to do so.

II. State Farm & Home Development Committee

In order to put into operation the over-all philosophy, objectives, policies, and procedures decided on, the Director appointed a state Farm & Home Development committee.

A. Composition
Assistant Supervisor of programs, District Supervisor, Assistant State Home Demonstration Leader, Assistant State 4-H Leader, and specialists from the various subject matter departments. The Assistant Supervisor of programs and the Assistant State Home Demonstration Leader, representing Extension Administration, serve as co-chairmen of the committee.

B. Purposes:
(1) To develop a unified approach to Farm and Home Development with coordination and integration at all levels.

(2) To develop teaching methods, materials and procedures for initiating and conducting Farm & Home Development.

(3) To initiate and conduct training of Extension personnel on a state-wide basis and to make recommendations and assist with training of Extension personnel on a district and county basis.

C. Activities
(1) Prepared recommendations as to procedures for initiating and conducting Farm & Home Development for both state and county staff.

(2) Informed extension staff of recommendations at state staff conference, November 1954, and district conferences May 1954.

(3) Prepared mimeographed helps on procedures, work sheets, handbook materials and record forms.

(4) Planned and conducted training sessions for Extension personnel at the Annual Extension Conference, October 1954, and at the State Farm & Home Development Workshop, December 1954.

(5) Assisted with planning and will help to conduct District Farm & Home Development Workshops in each of four districts in the state in January, February, March and April 1955. Tentative plans have been made for additional district workshops to be conducted in September, October and November 1955.

(6) Planned and conducted a joint state staff conference of Extension - Soil Conservation Service and Farmers Home Administration to discuss Farm & Home Development as it relates to all programs and

to determine ways of closer cooperation in working with families. Eight conferences of county personnel on a district basis have been planned for February.

(7) Informed the staff and public of Farm & Home Development through circular letters, magazine and newspaper articles and radio presentations.

III. Present Status of Farm & Home Development

1. Family participation in counties
(a) 128 families in 17 counties are actively engaged in this Farm & Home Development approach as of January 18, 1955.

(b) 44 counties have indicated that 374 families will be actively engaged in Farm & Home Development by July 1, 1955.

(c) 10 additional counties with some 200 families are active in programs related to Farm & Home Development and may be considered as preliminary activity to the unit approach.

2. Extension personnel
(a) 21 additional state and county staff have been employed since the additional appropriations to assist in giving emphasis to Farm & Home Development.

(b) 20 additional personnel are expected to be added to the staff by July 1, 1955.

THE FARM AND HOME DEVELOPMENT IN SOUTH DAKOTA

Arthur W. Anderson

South Dakota is still "feeling its way" in this more intensified method of conducting agricultural extension work. It is called Farm and Home Development.

I. How Started.

Thinking about increased emphasis in farm and home planning work seriously started in the summer of 1953. In May, a committee of specialists (one from each of the major section) was called together by Director Gilbertson to consider holding a Farm Business Workshop for county agricultural and home agents. The workshop was held March 9-10-11, 1954.

A brief introduction or warm-up to the event was included in our annual conference program in October 1953. Mr. Karl Knaus appeared on our program and gave emphasis to the need for more individual farm family assistance through the whole farm unit approach.

The workshop was held at the college. We called it a Farm Business Workshop, but actually it was a workshop on Farm and Home Planning. At this workshop the county agricultural and home agent "team" from each county had opportunity to replan (or budget) a complete farm and home situation or case example problem common to their particular area.

This followed instructions in planning and budgeting (the what and how), and after they were provided with basic information and procedures. A workbook and kit of reference information (in lieu of a handbook) had been prepared by the specialist staff and were made available to the agents. At the completion of the workshop the agents were given suggestions on county procedure. It was strongly suggested to them that before the end of the year they should each work with 3 to 5 farm families in their county on a complete farm and home development plan.

II. Working Materials.

A mimeographed workbook was developed prior to the March workshop. Essentially it is a collection of mimeographed working forms. It is in the process of being revised to contain more instructions, illustrations and examples, and more clearcut procedure, in line with suggestions made by county agents.

A "reference kit" was assembled prior to the March workshop. A specialist's committee has been asked to review, consolidate and classify all these various pieces of bulletins and mimeograph materials into one book, a handbook, to make it more usable as a handy reference.

III. Work in the Counties.

Last September, a questionnaire was sent to all agricultural and home agents asking (1) how many farm families have been worked with on this program, (2) what some farm families have done as a result of this assistance, and (3) what has delayed their county progress in this program. 40 counties reported. Several counties are working with from one to five farm families on an intensive basis. Others have worked with none.

The retarding factor most frequently mentioned was "lack of time" during the spring and summer months following our March workshop.

The workbook and handbook are in the process of revision and improvement. Also, a diagnosis or analysis sheet is being prepared. This will be an inventory or appraisal of the farm and the home situation at the present time for the purpose of finding the strong and weak points in the business, and also to help the agents locate possible changes or adjustments.

V. Other Recent Activities.

Albert Hagan of Missouri and Tom Parker, a county agent from Wisconsin, discussed the activities in their respective States on the annual conference program, October 26-29. A panel of three farm couples from different areas of our State discussed "Problems from the Farm," and told us about adjustments that they had made and were making or planning on their farms.

County extension boards met in eight area meetings in December to learn about Farm and Home Development. The major part of the one-day meeting was devoted to plans for incorporating farm and home planning into their county extension programs.

FARM AND HOME DEVELOPMENT IN WISCONSIN
Pete Dorner

1. A college committee on Farm and Home Development was appointed in May of 1954. Membership on this committee consists of Agricultural and Home Economics Extension Specialists, District Extension Supervisors, and resident teaching personnel. The Chairman of this committee is Louise Young, Home Management Specialist.

   George Baumeister, District Extension Supervisor, is the State Coordinator of Farm and Home Development work in Wisconsin.

2. Two additional college specialists, one in Farm Management and one in Home Management, have been employed to devote most of their time to Farm and Home Development work.

3. Twenty-seven men agents and one home agent have been employed to work full-time on Farm and Home Development. The home agent is working, on a district basis, with the Farm and Home Development agents of four counties. In all the other couhties the regular home agents are devoting some of their time to this work.

   Of the twenty-eight new agents, eight have had previous experience in extension. Most of the remaining twenty have been Voc. Ag. Teachers or Vet. Trainers for the past several years.

4. In addition to the twenty-seven counties having new agents, eighteen counties have expressed an interest and desire to carry on Farm and Home Development work with a small number of families. This work is in addition to their regular programs and duties. All expect to work with between five and ten families.

5. About 300 farm families cooperating with these agents in Farm and Home Development work. The number of families worked with by an individual agent presently varies from about five to twenty-five, depending on the time the agent was employed, and other personal factors.

6. The first training session consisted of one-day district meetings (four or more counties) attended by District Extension Leaders and all county extension workers in counties having additional agents. General background and philosophy of the Farm and Home Development approach were discussed. Discussions were led by the State Coordinator and the Farm and Home Management Specialists.

   The second training session consisted of one-half day meetings (on an individual county basis) with the entire county extension staffs in all counties having additional agents and those other counties that had expressed an interest in carrying out some Farm and Home Development work. Again, the respective District Extension Leaders attended. Discussions, led by the State Coordinator and the Farm and Home Management Specialists, concerned the function and use of the planning guides (or workbook) developed for Farm and Home Development work.

The third training session consisted of two-day district meetings (four or more counties) attended by all the Farm and Home Development agents, all other county extension workers who found it possible to attend, and the respective District Extension Leaders. The two days were devoted to a laboratory session on Farm and Home Development working with a case farm on analysis of the present situation and development of plans for future operation and development. These sessions were conducted by the Farm and Home Management Specialists.

7. Plans for Future Training:

a. Farm and Home Management Specialist working with agents on the job.

b. Subject matter training at district meetings.

c. Several days on campus - selected topics.

Topic: THIS IS FARM AND HOME DEVELOPMENT

Chairman Louise Young, Wisconsin

Panel Starley Hunter, Federal Extension Service, Family Economics
Ross Milner, Ohio, Farm Management
C. E. Shanley, South Dakota, Program Leader
Harold Stover, Kansas, Agricultural Engineer

Recorders Eunice Pardee, Michigan
Frank Graham, Missouri

The panel restricted discussion to the "What" of Farm and Home Develoment. In the panel's opinion, is not new but has new features. It has elements of farm planning, home planning and individual planning. In Farm and Home Development, the farm and home are now considered as an integral unit. Al parts are considered together. Ideas developed by the panel included:

1. Differences in family situations need to be recognized. For example, the young family, the older family, small and large families.

2. Neither can we look separately at the work load in the home and on the farm because sometimes the same people are involved in both cases.

3. Good farm and home planning will help to prevent competition between the home and the farm for each dollar.

4. In the past, Extension has taught "skills." Now this approach is an attempt to do more to determine "what to do" and "why to do it" which is "teaching wisdom." It approaches the field of management.

5. In planning the family should consider alternatives from which to choose. The end result for Extension is helping families to make the decisions that will help them reach their objectives.

6. Any plan developed should be based upon existing resources, abilities and knowledge.

7. The family must recognize that a plan must be flexible, that they will need to make adjustments through the years to meet changing situations.

8. When discussing goals, "people have to know what there is to want." We have an educational job in helping people clarify their goals, to point the way to goals they may not have thought of and to point out that some goals today may be different than the ones they may have at some time in the future.

9. In discussing how Farm and Home Development will help families to carry out their goals, the panel pointed out that all Extension workers have a contribution to make, but that in contributing, consideration must be given to the total family plan.

10. Thinking of this way of working as an educational process the panel pointed out some values. These are:

a. Keeping a family unified.
b. Getting them to discuss "wants."
c. Helping them to set goals.
d. Solving family problems by working together.

11. In addition, the panel pointed out the very great value of young people learning to plan in the family group. It is thus easier for them to plan when they have homes of their own.

12. A very good point from the floor was: Farm and Home Development is defined in the Smith-Lever Act which states that cooperative Extension work shall consist of the dissemination of information in Agriculture and Home Economics...and encouraging the applications of the same.

Thursday afternoon the conference divided into four groups to discuss the following three topics:

1. Locating farm families with which to work, making initial contacts, and developing interest in participation.

2. Getting started with the farm family and helping them to analyze their situation and evaluate alternative courses of action.

3. Assisting the family in putting their plans into operation.

Groups chairmen and recorders were as follows:

Group 1:	Chairman	Roland Abraham, Minnesota
	Recorders	Mary Bodwell, Iowa Pete Dorner, Wisconsin
Group 2:	Chairman	Ed Janike, Nebraska
	Recorders	Ed Duncan, Iowa Mary Brown, Michigan
Group 3:	Chairman	Eunice Heywood, Federal Extension Service
	Recorders	Mabel Smith, Kansas E. R. Hartmans, Minnesota
Group 4:	Chairman	Karl Knaus, Federal Extension Service
	Recorders	Cap Lott, Michigan Isabel McGibney, South Dakota

Each group discussed all three topics. The recorders' reports were made to the conference Friday morning. The chairman of that session was Mary Ruth Van Skike, Kansas. The recorders were Chuck Dunhowe, Iowa, and Ed Kirby, Ohio. The following report is a summary of the discussions Thursday afternoon and Friday morning.

Topic 1: LOCATING FARM FAMILIES WITH WHICH TO WORK, MAKING INITIAL CONTACTS, AND DEVELOPING INTEREST IN PARTICIPATION.

The approach to families differed widely among the States and even among counties within a State. Selection of the families is a responsibility which can be handled best in the county with the State office offering ideas and suggestions only. It is particularly important that the first group of families be carefully selected to assure greater success. The work with these families will be demonstrations even though not specifically planned as such. The agents need to discuss Farm and Home Development with their sponsoring committees or other key groups in advance. There needs to be some publicity to inform people of possibilities of the work. Some criteria of likely cooperators include:

1. Families that would show progress.

2. Both man and wife show interest.

3. Couple relatively young but this is not a prerequisite.

4. Family should be stable.

5. Family should be willing to keep simple records.

When larger groups are used, these criteria are not so essential. Care should be exercised to assure that this work is extended beyond the usual cooperators of the past. Many think an actual enrollment is desirable. There is also some value involving a committee in the selection of families so that they may support the agents in the decision.

Some of the methods used to select families were as follows:

1. Announcement by letter to a wide mailing list explaining program. A return care is enclosed for reply if interested.

2. An advisory committee to help determine families to work with.

3. Suggestions by leaders followed by home visitations by agents to judge need, interest and cooperation.

4. Work with families which request assistance. This may not be limited to those families requesting assistance with Farm and Home Development. Requests for assistance with almost any farm or home problem may be developed into a whole farm and home unit approach by showing how that problem is part of the total farm and home operations.

There is general agreement that it might be better to emphasize work with the younger families because they are more receptive, recognize their need, are less bound by tradition and habit, and have more of the future ahead of them.

There was some thought that Farm and Home Development might be more applicable in general farming areas than in speciality producing areas. There was also disagreement with this viewpoint.

Some advance preparation is essential. Publicity should be of an informational rather than a promotional nature as too much promotion may cause back fires. Families should not receive too much publicity as it tends to set them apart from their neighbors. The county staff needs some very carefully prepared explanatory materials upon which to base information releases.

Arguments in favor of Extension making the first move to select cooperators are:

1. Better control of the number that can be successfully worked with.

2. The kind of people apt to be most cooperative.

3. People coming to Extension will have had previous experience and are probably the more successful families.

Arguments in favor of awaiting personal requests are:

1. Easier to work with people if they request help.

2. People coming in demonstrate understanding of the approach and understand the kind of help they want and can get.

3. You wouldn't necessarily get all previous cooperators with Extension and the more successful families.

Much depends upon the manner in which the initial contact is made. It is agreed both the agricultural agent and the home agent should contact the family together at a very early stage. Certainly the first farm and home visit should be made together. As participation increases, and agents gain experience, this meeting the families together may become less important. Initial contact may be at small group meetings set up by invitations sent to a limited number of families, probably not over ten. Such meeting provides opportunity for extension agents to explain objectives of Farm and Home Development, how the work will be carried on, what will be expected of cooperating farm families, what assistance will be rendered by extension agents, and results which may be expected. Such meeting provides an 'ice breaker' where folks may discuss together, ask questions of agents, and otherwise exchange ideas. If the families are ready to act, arrangements can be made for personal visits to each family to assist as they can in establishing family goals, study family resources, discuss alternative actions possible and reach decisions concerning them.

To properly equip county extension agents for these meetings and to maintain interest, they need to be provided with well prepared explanatory material.

Topic 2: GETTING STARTED WITH THE FARM FAMILY

Two approaches are open:

a. Starting with an individual family interest.

b. The broader approach of problem analysis, consideration of family goals, listing of resources, and planning of desired action.

The latter may discourage the family while the former may result in disconnected activities. Recognizing the interdependence of farm and home helps to foster the unit approach.

The general opinion held that group meetings of six to ten farm couples are best in starting Farm and Home Development. In this meeting, possible goals and general information is discussed. However, specific goals are best set up by working with families individually around the family table. Advantages of the group method include:

a. Reach more people in less time.

b. Enthusiasm and stimulation to action are easier to generate in a group.

c. Develops a feeling of having common problems and individuals are encouraged to attempt solutions.

d. Principles of analyzing and planning can be taught as easily to a group as to one family.

Advantages of individual methods include:

a. More likely to get at real goals, actual problems, and true solutions.

b. Financial problems are difficult to handle in groups.

c. Agents gain confidence from working with individuals first.

d. Through individual approach, we are better able to use demonstration farms to show what the program can do.

e. Individual contacts often needed to help apply principles to individual situations.

When using the group method:

a. Larger groups can be handled when teaching principles. Many illustrations may be needed to encourage application to different situations.

b. Groups should be small enough to meet in the homes as this is better for planning (5 to 10 couples).

d. Difficult to get all members of a family to attend daytime meetings.

d. There is need for individual contacts to follow up group meetings to strengthen motivation, adjust practice recommendations to individual situations, and to remove unforeseen difficulties.

There was general concensus that a combination of individual contact and group contact would be the most effective.

A need was expressed for check sheets, forms, and other devices which might be used in groups to stimulate thinking concerning goals, analysis of problems, etc. Setting of family goals, analysis of problem situations, and listing of resources should precede discussion of planning.

Time of meetings is a factor. Night meetings are a burden to extension agents while it is difficult to get both husband and wife to attend daytime meetings.

Meetings need to be controlled to keep planning meetings from turning into subject-matter meetings. Groups meetings throw more of the responsibility on the family. Families should stay together at a meeting.

Combined training of the home agent and the county agent is important if families are to be asked to work together.

Families reached in groups ask for individual help between meetings. Families tend to stop after plans are made in meetings unless there is personal follow up. They feel they need the agent's help to put plan into action. Families particularly need help in establishing goals and in separating long time from short time goals. They need to be assisted to know what goals might be. After initial stages, many people will come to the office for assistance.

The county staff may need to reappraise their program individually and collectively, to see if some things might be eliminated or methods improved. The county advisory council can be helpful when some part of program must be eliminated or if lay people are to be encouraged to carry a larger part of the program. Home agents, particularly, have difficulty in carrying on present program and making time available for Farm and Home Development without additional assistance. One outlet is to train the county agent or the assistant to do some of the things the home agent normally would do.

There is need to avoid losing sight of the principle that basically Extension is educational. Many recommendations concerning Farm and Home Development are in conflict with this principle. This becomes especially important when we work with individuals. Salesmen tell us what we should do, educators help us see possibilities and the consequences of acting upon them, leaving it to the family's own evaluation whether or not they desire these consequences. It is the family's choice. Formalized procedure and paper work is an educational device, not the end product. This does not mean that the extension worker will not influence the choices the families make for this is the heart and soul of education - changing people's values. This is done not by telling them what to do but by acquainting them with realistic alternatives and their consequences. More alternatives make decision making possible and necessary, not more difficult.

Topic 3: ASSISTING THE FAMILY IN PUTTING PLANS INTO OPERATION

This phase of Farm and Home Development is most like regular extension work. This is the area of informational work of practice change - the area in which extension workers are best equipped at the present time. If "carry through" as suggested in Topic 3 does not occur, then it is apparent that work outlined in Topics 1 and 2 was not well done.

Group methods work well in this phase if based on common problems.

Specialists should be used to train agents and to assist farm people with highly technical or specialized problems. The latter should be done in a manner that will help county agents render such service in future.

Visitation and follow up by the county extension agent is most important. Families should be assisted to use all available sources of assistance. Families may be directed to good demonstrations of adopted practices on other farms. Four-H and younger members of the family may be used to introduce new or improved methods in the home and on the farm.

Coordination of the efforts of all agents and specialists working with the farm family is important. This should not be too difficult if an over-all plan has been made so that all assistance is directed toward improving the total farm unit.

Records in the county offices of the work with each farm and home will help county staff to keep up to date with what has been done. These records can form the basis for checking progress.

An extension objective may be for families to learn the process of analysis and planning so well that they need not relearn it each year. When this is achieved, the family is in position to do the planning for themselves and participate in regular extension programs as the follow up of their planning.

Families should also learn that this is a continuous process. Periodic re-appraisals, analysis, adjustments, and continuous planning, records offer a best basis for this.

Two important by-products of this approach would be:

1. An awareness will develop among all extension workers that the various aspects of the farm and home are closely related and that any suggested improvement in one phase may have implications on all other phases. Through this recognition the farm family's problems can be approached in a new light by all extension workers.

2. As result of close contact with individual farm families and their problems, a change may be expected in the research conducted and the way in which it is reported in order that it may shed light more directly and specifically on some of these problems.

Topic: SERVICING THE COUNTY STAFF

Chairman Richard W. Bell, Michigan

Recorders Irene Crouch, North Dakota
Bohn Musgrave, Michigan

Training the County Staff

Paul B. Crooks, Indiana

One cannot expect to do an adequate job of training county workers until the entire staff have someway somehow acquired the spirit, the philosophy, and the attitudes and some of the methods necessary to conduct successfully this integrated farm and home unit approach to farm and home problems. The job of training and gaining the enthusiasm necessary among county workers will be lessened greatly when this is accomplished.

The first prerequisite for a successful Farm and Home Development program is qualified personnel. Newly appointed, or reappointed Indiana agents have been told that they must possess certain qualities if they expect to be successful. These qualities are:

1. The desire and ability to work with and to get along with people.

2. The ability to gain the confidence of the people with whom they work, and the public in general.

3. To have or the ability to acquire a store of sound scientific knowledge of the best information available.

4. The ability to teach this information to farm families in terms that they will understand.

5. The willingness to work at the job.

To work effectively with Farm and Home Development, Extension workers need a clear understanding of:

1. The Extension Service and its work.

2. Adult education procedures and skills

3. The purposes and objectives of the unit approach.

4. The policies and procedures of its operations.

5. Subject matter relating to agriculture, home economics, and family living.

6. Methods of evaluating and reporting progress and results.

Extension workers are human. They are committed to an already well established popular program with familiar subject matter and procedures. They cannot be expected to accept new procedures without some resistance nor should we expect them to abandon entirely their present program. Therefore, a training program must be gradual, and continuous.

It is the responsibility of the administrative and the specialist staff to train the county workers.

The first step in training should probably be on a state or district basis. A two-week training conference was held in Indiana and found to be suitable for indoctrination, for presenting basic principles, and for teaching the use of the techniques and tools for farm and home analysis.

The following order of training was followed:

I. First Week.

1. Explain the job to be done. This is a good place for the director to make his expectations plain.

2. Set a challenge. Instill the philosophy of the program in the minds and hearts of all present. Having a farm family that has done an outstanding job of pulling themselves up by their boot straps tell their story is often very effective here.

3. Have a highly respected staff worker explain the opportunities, possibilities, and needs of the unit approach.

4. Outline and discuss the county operation and basic policies.

5. Distribute forms, work books, etc. that will be used.

6. Discuss methods of teaching farm families how to define their goals.

7. Present general principles of various subject matter fields. Inform the agents as to what information and assistance is available from the various subject matter specialists.

II. Second Week.

Practice in the use of the tools and techniques available to analyze and to plan effectively the operations of the farm and home.

1. Spend mornings of the first three or four days visiting and studying actual farm and home operations. Also one to two hours in the afternoon to budgeting the present operations to deciding on the proper land use pattern, and to working out alternative combination of enterprise budgets. This can best be done by agents working in groups of not more than three people.

2. Follow by presentation of reports by each group and discussion of each report.

3. Spend at least one full day in studying a farm home and in learning how to plan the physical home facilities for better living.

4. At least one-half hour or more in studying farmstead arrangement at each farm.

5. The public must be informed about the program as to its purpose, functions, and results. Therefore, publicity and public relations are of extreme importance; a two hour seminar on these subjects should be a part of any training program. Agents are ready to initiate a program in their counties at this stage. It is helpful if:

   a. Specialists handle all of the meetings for the first groups in each county.

   b. Entire county staff attend all sessions to become familiar with procedures and the use of tools and techniques.

   c. Special agents can gain by visiting county meetings of other agents to study the procedures.

   d. All administrators and specialists should keep agent training in mind during each county visit. These contacts provide excellent opportunities to answer questions and assist in solving problems as they arise.

   e. The state staff should compile a list of new problems as they arise and plan a second state or district training conference to discuss these problems after the program has been in operation four or five months. Indiana has scheduled its second state training conference in early May. It is expected this conference will provide an opportunity:

      (1) To answer the problems and meet the needs of the county workers.

      (2) To evaluate the program, as far as it has progressed.

      (3) Enable the specialist to gain further insight into the effectiveness of their information and teaching procedures, and

      (4) Perhaps help them realize the need for further integration.

The Role of Specialists
Art Schulz, North Dakota

I. Basic Role of Specialists

   A. To train county and other state personnel, and local leaders in special field of endeavor.

   B. To help county staff evaluate local problems and recommend remedial action both on individual farms and on community wide problems.

C. To assist policy making administrative personnel in determining relative importance of various proposed activities.

D. Maintain favorable public relations between special private and public groups within subject matter field and Extension Service

II. Special Adaptation of Basic Roles to Farm and Home Development Program.

A. Training of county and state personnel, and local leaders.

1. Need for more specific information will require more intensive training program.

2. Request for specific information will require less generality in recommendations.

3. Eventual formation of small local groups may make training of local leaders more feasible and more general.

4. Local needs will require specialist to convert farm role of troubleshooter to more fundamental role of trainer.

B. Evaluation and solution of local problems.

1. Regular and frequent contacts required among agent and farmer and specialist to keep mutually informed on problems.

a. Pipelines of communications must be set up administratively.

b. Specialist work through agent in making remedial suggestions. (This is one way to train agents.)

2. Assist in maintaining better coordination among specialists working on common local problems.

C. Assist policy making administrative personnel.

1. Develop evolution of program based on results obtained from use of various methods of problem solutions.

2. Specialist on the farm contacts provide excellent eyes and ears for administrative staff to supplement observations and reports of agents and supervisory staff.

3. Keep administrative staff advised on agent needs on training, subject matter materials, and so forth.

D. Maintain favorable public relations.

1. Insure that other interested organizations are familiar with progress of program.

2. Select assistance on program from interest groups.

Role of Supervisory and Administrative Staff

Agnes Arthaud

Farm and Home Development isn't actually a "new project" or a new program--it is more nearly a new approach or method of doing Extension teaching--a coordinated approach which assists farm families to analyze their present farm and home situations, discover the family needs and wants, and make the necessary decisions as to the use of all available resources to help them achive their family objectives.

The general duties for administration and supervision then, aren't changed--administration is still responsible for planning, organizing, staffing, directing, coordinating, reporting, and budgeting (POSDCORB).

Supervision shares some of these responsibilities with administration; i.e., organization, coordination, staffing, and has, probably, its special responsibilities in the areas of program development, training of personnel, maintenance of morale, counseling, evaluating of staff performance--so as we move into farm and home development, administration and supervision won't have new functions--They will be carrying on the same responsibilities, altered somewhat to implement the new approach.

I'd like to briefly develop some of these usual functions of administration and supervision as they seem to me to relate to farm and home development.

The first duty of administration is to engender enthusiasm, inspire the active support and interest of all staff toward an coordinated team approach.

If administration has accepted the idea--that planning is good for farm families, that developing a farm and home plan involves decision making and that the best decisions are made by the family as a unit--It must be ready to practice what it preaches--this involves administrative leadership in decision making. Requires appraisal of its own ability to make decisions.

A primary administrative responsibility is to decide is shall Extension workers devote time to Farm and Home Development or shall it continue to teach on a project basis.

If it is worthwhile, administration can give guidance to staff in the analysis of their time and increased efficiency in its use so that time is available to work on Farm and Home Development. We expect people to change their methods of farming and living. Are we willing to make comparable changes in our methods of working.

What things can we drop from the present program, or can we add enough staff to carry on all projects and this new approach too? Assuming that finances won't permit the second alternative administration must be prepared to defend the decision to expand Farm and Home Development.

Has an information program been provided to interpret the decision to staff and public alike. Better still, have staff helped make the decision? It seems to be human nature to resist change--Repetition and continuation of a pattern of behavior gives us a feeling of security. It is only when we've had a part

in deciding to make a change or we understand the change that we accept cheerfully. We're fearful of what we don't understand. A good information program and open channels of communication are essential to the success of farm and home development.

If farm and home development at the farm level is a family affair, administration has the responsibility for so organizing the staff that they too can operate on a unit basis. It isn't the farm family that sometimes resists being a unit. It is the fundamental unit of society. It's the extension "family" that finds it difficult to think and work on a family approach.

Coordination won't just happen; it will come only as the result of much planning and effort on the part of administration. To achieve this, administration may use such methods as advisory committees with across the board representation, informative staff conferences, frequent reports in "house organs" or administrative letters, the use of more "problem committees."

Administration has the responsibility for providing adequate staff and for training that staff. Perhaps the very nature of farm and home development would suggest the need for more training for all staff members not only in subject matter but in such areas as human relations, family life, sociology, counselling.

Administration is responsible for making a clear cut delegation of duties, and leadership, with each staff member knowing where leadership rests and what his duties are.

Administration must develop plans for evaluating the program and for reporting.

Administration must initiate action to obtain good working relationships with other state agencies which will cooperate at a state and county level in farm and home development.

Supervision shares with administration some of the responsibilities suggested above and a major responsibility for seeing that these decisions are translated into action. Their greatest contribution may be made in several areas which I'd like to discuss: First of all, the supervisor must have a keen interest in Farm and Home Development and a complete understanding of it if he is to give enthusiastic encouragement and leadership to county staff.

Supervisors should encourage interest in all counties and recommend counties where intensive work might be done. They need to sell, then resell Farm and Home Development.

The supervisor must be in a position to guide and support agents and county extension organizations as they make decisions to change their present program to include the new approach. He should assist county staff in interpreting these decisions to the public.

Farm and Home Development is not a separate program, it is a part of the extension program, and as such, it should be given the same sort of supervision as the rest of the program.

The supervisor should be so well informed that they can advise, counsel, and evaluate.

Guidance and direction should be given to county staff and sponsoring organizations as they initiate farm and home development to insure its becoming a part of the extension program and not a new program with a separate sponsoring organization.

Supervision may or may not share with administration the responsibility for selecting and placement of county staff who work largely on farm and home development. It should accept responsibility for arranging for and encouraging training of county staff and working out personnel problems due to increased county staff.

Briefly, the role of extension administration and supervision is as it has always been, to actively support a teaching job which follows these steps:

1. Gain attention.
2. Hold interest.
3. Develop confidence.
4. Create a desire to act.
5. Provide satisfaction for accomplishments.

Discussion from floor regarding reporting suggested a report on a special form might be desirable at first to emphasize certain features or activities but since Farm and Home Development is part of the regular extension work it should soon be incorporated in regular reporting system.

Work Forms and Handbooks

Ed Callahan, Federal Extension Service

A. Assumptions

1. Procedure on the part of the farm family.

   a. List the goals and assign priorities among them.

   b. Appraise the resources - physical, financial, and human - present and potential.

   c. List the major alternative courses of action that are open (uses that might be made of the resources in hope of attaining the goals).

   d. Forecast the likely outcome of each promising course of action and compare these likely outcomes with the goals. Also note any outcomes that are possible but not so likely if they would represent disaster or rare good fortune.

   e. Choose the course of action that offers greatest hope of achieving the goals.

   f. Outline the course of action chosen in detail and in terms of a sequence of steps.

g. Take appropriate action.

h. Bear responsibility for the outcome.

2. Function of education in this procedure.

a. Learning is involved in each step of this process.

b. The less learning the family is willing or able to do, the fewer alternatives they can seriously consider, even after they are listed.

c. All members of the family are involved in this process, and it will be done better if all who are able help do so. For example, children can help with the learning. Placing priorities on the goals is a family responsibility. So is step h. above.

d. Perhaps the more important Extension functions are

(1) Suggesting alternatives.

(2) Facilitating the necessary learning.

(3) Providing outlines for steps d and f of the procedure.

(4) Aiding the family to accept responsibility for their action.

B. Handbooks

1. Purpose - to serve as readily available source of information not otherwise readily at hand.

2. Problems

a. To keep the handbook from growing too large.

b. To find some of the information that is needed, e.g., responses to increments of inputs.

c. To put some of the information into a form that is needed, e.g., too many "blanket" recommendations and amounts of work for a machine needed to justify its use.

d. Freedom to replace or add to the information included (suggests loose leaf).

C. Work forms

1. Purpose - to aid in thinking. Specifically to aid in

a. Listing goals and assigning priorities among them.

b. Appraising resources.

c. Forecasting likely outcomes of major alternative courses of action.

d. Outlining the chosen course in detail and in a sequence of steps to be taken.

e. Recording and appraising progress toward achieving the goals.

2. Problems

a. With reference to goals there is a tendency to either

(1) List means instead of ends, e.g., higher yields instead of family satisfactions.

(2) Be too detailed, and overlook the real family goals, e.g., mention household equipment and overlook relief from drudgery, human development in the family, etc.

(3) Be too general, e.g., fail to set up any measureable goals, e.g., in human development such as vacation trip, 4-H project complete; or, college education, etc.

b. With reference to resources the problem is to get a broad overview.

(1) Go into too much detail as to physical resources, e.g., itemizing feeds and supplies in the barn and clothing in the closets at the expense of

(2) Overlooking things that may be much more important, such as

(a) financial situation.

(b) potential credit.

(c) potential skills and aptitudes in the family.

c. With reference to forecasting and comparing likely outcomes of following the major alternative courses of action, most work books don't provide a very good outline for doing it. Most of them are designed primarily for outlining in detail, the course of action chosen. Most I have seen do a pretty good job of this. But they do not give much help with the most important step in the process (in many cases) - choosing the major course of action. E.g., to rent or buy a farm, to establish a dairy enterprise or not, to build a new house or remodel the present one, to send the kids to college or not, etc.

A work sheet developed in the North Central States seems to be a good start in the right direction in regard to this problem as it relates to deciding on the farming system.

Some suggestions:

(1) Work books should be designed for use of the family - not the extension worker.

(2) No form is needed for some of the major decisions.

(3) Some of the more important decisions as to major course of action depend not so much on precise estimates of costs, and returns, as upon such factors as

(a) Risk (here the estimate of probability is useful - e.g. in how many years out of 10 is there a drouth as severe as that of 53? What are your assumptions as to prices? And is there reason to believe they are not realistic?

(b) Effect on family, e.g., a dairy enterprise would be confining. Is the family willing to put in the regular hours that would be necessary in return for a substantially higher income?

Discussion suggested "adequate food supply" be added to this list of most apt to be overlooked items.

Organization and Function of State Committee

Louise Young, Wis.

A state committee is the crux of unified thinking in state. It can best develop philosophy of Farm and Home Development.

Organization: Important that all areas of extension be represented:

Agriculture and Home Economics, Youth
Administrative and Supervisory staff
Specialists--Agriculture and Home Economics--major areas included:
- Farm and Home Management
- Soils, Agronomy
- Dairy Husbandry
- Agricultural Engineering
- Family Life
- Food - other
- Rural Sociology
- Editorial

Size: 10-15
Chairman: Other than subject matter area
Co-Chairmenship: A possibility. Ohio has co-chairmen.

Functions:

Policy formulation.
Set scope and direction of work.
Clarifies thinking through and meshing of ideas by state staff. This rubs off on county staff and cooperating families.

Developing policies:

1. What is Farm and Home Development?
2. Where should we work?
3. How extensive, how intensive, how flexible?
4. How fit in with going extension program; how much should all agents do?
5. Responsibility - consideration of various areas of extension.
6. Relationships within extension and with other agencies.
7. Types of evaluation.
8. Periodic review of policies in light of what is going on or has been done.

The committee formulates policies and makes recommendations to Director for activation.

Developing Procedures:

Suggestions for getting started and functioning.
Suggestions to how many families.
What type families - criteria for selection.
How work - group, individual.

Determine materials needed.
Think through training needed.
  State
  County
  Make plans for

General:
  Overall guidance
  Sounding board for administration decisions
  Cross flow of information and ideas to and from:
    All specialists, supervisors and person taking lead in this method
    Research and resident
    College administration
    County extension personnel
    Public
  Important to keep all informed
  Large committee problems of accomplishment
  Subcommittees work better
  Do we need to continue these as separate?
    After get started - keeping informed
    Consider problems - families, county personnel, state

Maintaining Staff-Wide Participation

George Beaumeister, Wisconsin

1. Staff-wide participation is essential for a successful farm and home development program in the state.

   a. It helps a lot when the Extension Director believes firmly in this approach, and

   b. Lets every extension worker know that he believes in it, and

c. Appreciates the cooperation of all staff members in making it go. (This situation prevails in Wisconsin)

2. Staff-wide participation begins with letting all departments in on the planning:

   a. This dispels the notion that it is a farm management deal only.

   b. Helps to break down inter-departmental barriers.

      (A state advisory committee fulfills this need)

3. Assignment of definite responsibilities to departmental people is good.

   a. Planning of the training procedure.

   b. Developing work materials:

      Plan books,
      Handbooks,
      Current information.

4. Informational meetings of all staff members:

   a. To inform those not on committees.
      (Not easy job; we had two such meetings, after attending both of them one specialist said, "I don't know what it is all about.")

   b. To keep them current on progress.
      (Specialists have wide contact with county staff people and can help or harm the program.)

5. Involve as many departmental people as possible in subject matter training.

   a. District conferences, state conferences,

   b. Office interviews, project planning.

6. Encourage problem approach (package projects). It gets staff used to working together on a common problem. Examples from Wisconsin are:

   a. Quality dairy committee:
      Dairy Husbandry, Dairy Industry, Agricultural Engineering, Agricultural Economics, Home Economics, Veteranarian Science, Agricultural Journalism, etc.

   b. Pacemaker's Corn Program.

   c. Sure-fire Alfalfa Program.

   d. Grassland committee, etc.
      Develops team work. Avoids jurisdictional dispute...Dairy Husbandry - Entomology - Soils - Agronomy.

7. Broaden departmental vision.

   a. How does my project contribute to a successful farm and home plan?

      High producing herd does not guarantee success;

      A modern kitchen by itself may not guarantee good family living.

   b. How can I help in successful farm and home development?

   c. Success - generates pride and enthusiasm - leading to greater effort of each.

8. Some problems in Wisconsin:

   a. Shortage of women specialists to adequately service counties.

   b. Full and inflexible county schedules for home agent.

   c. Rapid turn-over in home agents.

   d. Natural resistance that we all have to a change in method - it is much easier for us to follow a beaten path.

9. Must glamorize - dramatize and develop loyal disciples.

Research Needs
Phil Sutton

Before considering our research needs, we should review and consider all of the basic and applied research that we now have available. Perhaps we need someone to catalog methods information available, to do extension research in regard to Farm and Home Development and to catalog the subjects on which our county staffs will need additional information not now available.

Extension workers have always based their recommendations on research, however, we have been criticized on the "lag" between research and its application. How can this gap be narrowed and this research put into operation? Farm and Home Development is one way of stepping up the application of research to the farm and home.

There are still a great many fields that need more study, consideration, and research. Some of these are:

1. Size of the farm business.

2. Credit needs - more intermediate credit for working capital, conservation, etc.

3. Leasing systems - contributions of both parties under cash, crop share, and stock share leases.

4. Consumer's preferences and marketing methods.

5. Pastures - renovation, fertilization, establishment, etc.

6. Input and output data - families are interested in how their enterprise compares with averages of comparable size, and for a comparable area.

7. Home production compared to purchases - can families save, or can their time be spent to better advantage.

8. Budgeting of time, money, and energy - Labor saving devices, lot and kitchen rearranging.

9. Equipment and buildings - farm and home, comparison of different items, studies of efficiency.

10. Power chores - present system outmoded, efficiency studies, time savers.

Discussion from the floor suggested the great need for information on budgeting time, money and energy in home economics.

Topic: MAINTAINING GOOD RELATIONSHIPS

Chairman Clarence Shanley, South Dakota

Recorders Mary Johnson, Missouri
Art Anderson, South Dakota

The chairman defined "Good Relations" as a situation in which the workers and associates have a good feeling toward each other. This creates cooperation and a condition under which they like to work together. This does not just happen but is growth process.

Working with Other Governmental Agencies

Harvey Goertz, Kansas

1. List of those cooperating in the county.

   a. Soil Conservation Service.
   b. Agricultural Stablization and Conservation.
   c. Rural Electrification (Brown Electric Cooperative, Atchison).
   d. Farm Home Administration.
   e. Production Credit Association.
   f. Farm Loan Association.
   g. Local health units.
   h. Vocational agriculture and home economics teachers.

2. Developing cooperation (some indirect).

   a. Periodic contacts with agency county officers.
   b. Correlate program schedules.
   c. Include on special committees.
   d. Yearly events of correlated action.
      (1) Field days (Balanced Farming and Family Living).
      (2) Tours.
      (3) Meetings.
   e. Have regular well planned and conducted meetings of county staff.

3. Services other agencies can give.

   a. Soil and water plan and layout - SCS.
   b. Loans and conservation payments - ASC.
   c. Improved electrical service - REA.
   d. Loans for farm purchase - FHA.
   e. Loans for livestock - PCA.
   f. Farm purchase loans.

Discussion developed following ideas:

1. A good county rural program developed with local committees provides good basis for cooperation among agencies.

2. Extension as an educational agency may well initiate conferences with other agency staff.

3. Correlate work with other agencies in early planning stages.

4. Problems of farm people rather than agency interest or ambition should guide cooperative action.

5. A good way to start cooperation is to do the other agency a favor, e.g., release a meeting place for their use when dates conflict. Use extension leaders or local organization to call attention to other agency programs. Invite their staff to participate in extension meetings where there is common interest, etc.

6. Give public recognition of assistance to extension programs from other agencies.

7. Good relations may rest upon respect for the person as an authority.

Relationship with County Governing Bodies and Advisory Groups

Paul Kasson, North Dakota

1. National publicity influental in establishing program acceptance.

   a. Farm papers.
   b. SCS - Tuesday Letter.
   c. Meeting with all SCS personnel or other agency groups.

2. Reaction of local people important in establishing good relations.

   a. Curiosity.
   b. Publicity of desirable and good results.
   c. Voluntary local requests for help.
   d. Stories by local editors.

   These all help influence local reaction favorably.

3. County commissioners.

   a. Provided funds - about $1,000 per county in 12 counties.
   b. Explained to this board in each case:
      (1) North Dakota reception good - could place more agents.
         (a) Personal experience in Barnes County.
         (b) County share of total budgets.
            $326,830 in 1953-54.
            $347,249 in 1954-55 - increase of $23,118 result of carefully planned contacts with county commissioners.

4. County planning groups.

   a. Smith-Lever authorizes Farm and Home Development in its definition of Extension work.
   b. Put out information.
      (1) County staff and specialists have become proficient.
   c. "Encourage the use of same."
      (1) Must find new ways which is sum and substance of new approach.

Only through support by county governing bodies and Extension advisory committees can Farm and Home Development hope to expand.

Public must back requests for future support. Important for members of Congress to know about actual work and results of Farm and Home Development. They learn best when at home. Invite to meetings and field days.

When controversies arise, very important that governing bodies and advisory committees and public in general fully understand Farm and Home Development objectives, methods of operation and results obtained.

Three types of relationships:

1. Credit recognition.
2. Mutual understanding of jobs.
3. Cooperation when jobs require it.

Publicizing Farm and Home Development

Cliff Meeker, Missouri

In Missouri, we work on three premises: (1) The farm family is the focal point of Balanced Farming; (2) Balanced Farming is the program of farm people; (3) Balanced Farming is a method of doing Extension work. You who were at Columbia last summer were exposed to a fairly heavy dose of Balanced Farming publicity.

If you were there, you saw Balanced Farming movies, slide stories on individual farms, newspaper articles, special Balanced Farming editions of local newspapers, Balanced Farming ads for business firms to use, state and county folders and special publications, car stickers, recognition plaques or awards of various kinds, the publicity from field days, Balanced Farming exhibits for fairs and store windows, radio and television material and many others. This material is largely prepared in the state office for county use. A good example of planned publicity is the Livestock Jamborees - the livestock phase of Balanced Farming in which Capper's Publications cooperated.

We have believed that the same selling and publicity needed for the regular extension program should be augmented and increased for Balanced Farming. County workers have wanted this publicity as it makes it easier for them. The state farm advisory committee has also concurred in the idea that such publicity is desirable.

Keeping people informed is essential for good public relations. Getting attention and creating interest among busy people, both farmers and business men is important and necessary we believe. How else can this favorable atmosphere for growth be created.

A great many sources of assistance in furthering Balanced Farming can be reached and their help received if they learn, and understand, and see and hear about this part of extension work.

Business people, bankers, chambers of commerce, civic clubs, farm organizations, fertilizer dealers, machinery and equipment dealers and many others are interested in sound agricultural development. They are interested for economic reasons, the buying power of the farm families as well as a friendly interest.

They are always looking for some agricultural program to put time, effort and money into. What other project to sponsor and support would be as effective as Balanced Farming which is the active improvement and development of the farms and homes in the community open to all farm families. This is work carried out by the farm family, the help goes to them, no place else could this assistance be more effective, or more profitable, or more appreciated. It is certainly wisdom on the part of local farm people and the Extension Service to encourage their participation. To keep them informed requires a continuous publicity program which helps build good public relations. Balanced Farming tours take these people to the farms. There the farm family tells the group about their Balanced Farming plan and the results they are getting.

The Missouri Bankers Association, the State Chamber of Commerce, the Chamber of Commerce of St. Louis, Kansas City, St. Joseph or Springfield all have special awards and recognition plans for farm families in Balanced Farming that are making progress. These are not contests but rather awards and recognition for achievement.

These families must be tops in Balanced Farming if they reach the level of district representatives, the same kind of top farmers you have in your own counties and state.

These people receive excellent statewide publicity.

Good work in the counties with farm families is the basis for all good publicity.

All good publicity and good public relations requires that proper credit be given to all workers and all agencies involved.

There is, of course, always a danger in publicity of the top farm families and the progress they have made even though their beginnings were humble, because the tendency of the professional writers is to emphasize the improvements, rather than the fact that Balanced Farming planning enabled these families to move from average to far above average.

County agents recognize this problem because of reactions like this among local farm families.

"Balanced Farming is a fine thing but it costs too much money." "Balanced Farming looks pretty good, we'll get in it as soon as we get our farm improved some." "Would we have to do all those things if we started Balanced Farming?"

This is off set to great degree by local publicity of a different kind, an example is to publicize many things local people are doing and tying it into Balanced Farming. For example, "The John Smith family just finished liming a ten acre field in preparation for seeding alfalfa next week. This alfalfa field is part of the cropping system in their Balanced Farming plan and will balance out their roughage supply for their herd of good milk cows," etc.

"The Tom Brown family has recently built several storage closets. Their construction was a step in the development of the Browns' Balanced Farming plan for improving their home and family living," etc.

Farm people do not want too much personal and local publicity. The best publicity locally is a farm family who is learning the Balanced Farming principles and is applying them to their farm and home and are making steady sound progress. A sound understanding by many local people is needed.

Two annual reports of the Extension Service. This goes to farm leaders, state legislature and congressmen and others. We need to let people know and keep them informed. Slogans also have a place and in closing I want to take my hat off to the Missouri Extension poultrymen - why? Their widely publicized slogan - Make Poultry Pay, the Balanced Farming Way.

Discussion:

1. A key suggestion - keep publicity educational and informative. Train county staff in objectives and philosophy. Need carefully prepared statement for use of new county staff in local press.

2. There is opportunity for better national publicity. Magazines are asking for it.

3. Public relations angle important and counties must be alerted to most desirable types of publicity.

4. North Carolina uses two projectors to show 2x2 colored slides simultaneously. Pictures of field reorganization, farmstead improvement, conservation practices, etc. are made before work starts, then at intervals, say annually, as work progresses. The first projector holds the "before" on one screen while "progress" pictures are shown on the other.

5. Don't over-publicize any one family. Publicize community progress rather than individual.

Impacts on the County Extension Program

Anna K. Williams

What happens to people is more important than what happens to program.

What may hapoen to agents:

1. Teamwork
   a. Planning together
   b. Making visits together and
   c. Coordination of programs
   d. Develop respect, loyalty, good attitudes.

2. Information
   a. Know more about county via getting better acquainted with families. (Intimate association)

What may happen to program:

1. Will take on vitality.
2. Will develop better tools for doing all of program. Example, how to do visits.

   Creative thinking - get self discipline.

3. Organization - people will get increased satisfaction.

Results - Satisfaction - seeing progress of families. Tend toward reaching fewer families more intensively. Must offset by proper combinations of group and personal service.

Discussion:

How to reach more people?
a. Group work.
b. Families.

Those who participate influence other families.

One county agents says, "What has happened to me has been as important as what has happened to families."

Michigan - Township agents are concerned about how to get more families interested. Family problems become more intense in lower 50%. Extension has not been considered as a program to do anything about family problems.

Longer range planning by county staff is needed.

Miss Heywood directed attention to joint agreement between Extension and FHA whereby Extension has agreed to provide home and family assistance to FHA cooperators.

Topic: MEASURING PROGRESS AND ACCOMPLISHMENTS

Chairman W. F. Coolidge, Illinois

Recorders Mabel Spray, Ohio
Merrill Burke, North Dakota

Need to report - What we plan to do
How we will do it
Whom we enlisted to help
What we did

Why do we measure and make records:

Assistance to staff and program
Official records
For the family - check their progress
Indicate place research can help

What to measure:

1. Program and the methods used.

2. What changes are made by families.

   a. Physical changes that can be observed.
      Resources used and/or output.
      Changes in practices adopted.

   b. Economic.
      Income
      Net worth
      Consumption by family

   c. Understanding of ability to manage well.

   d. Skills in applying this understanding in planning, in family cooperation.

   e. Development of family members.
      Appreciation.
      Satisfactions of life.

Program and methods includes scope, numbers of families and ordinary statistical records.

Discussion:

1. Are we too ambitious in wanting to measure ability to make good decisions - perhaps no!

2. Are these the bench marks that we are setting up?

3. Need to measure from the most concrete to the most abstract possible.

4. Chairman of state committee should find out about the evaluation mentioned in Administrator Ferguson's January 14 letter, about research projects on evaluation of farm and home development. (This may be a part of a nation wide study program.)

5. Dr. Gallup has questionnaires sent in by states wanting help - so states are working on farms. We are looking for two things: for arguments to get people into the program and system evaluation of methods and results.

6. Michigan has research project on evaluation of township programs. Have 40 families representative of types of farms - it is chiefly on economic survey. These are matched with 40 families several townships away.

7. If bench marks are not set at beginning we never got them. Have gone to economics people and perhaps we should get sociology and psychology people in on the studies.

8. Wisconsin has a study that includes some of the decision making factors in it.

9. Dr. Matthews might be contacted before we go too far in setting up the study. Need a large control group.

10. Is there an area of measuring method so that bench marks can be better made. Yes!

11. Most easily acceptable measures are physical and economic. Most things families want are purchased with money so maybe we should start with things in that area.

12. There is a relationship between attitude and managerial ability that is much more than income.

13. Dr. Hunter quoted Administrator Ferguson at the New York regional conference as saying that it would be difficult but necessary to make a start on evaluation in areas other than easy economic and physical areas.

14. We will get criticism if after another period we can't show results in family living.

15. Measures of youth participation.

    a. Farm and home actually improved because youth helped.
    b. Youth formed a desire and actually helped with the planning and development.
    c. Youth grew and learned more of farming and homemaking in the process.
    d. Human development that took place in the family was greater because of participation of young people.

16. Need to measure in keeping with the objectives. Therefore, objectives should be set with evaluation in mind.

17. Easy to get bench marks on health, education and similar fields. Can we use as bench mark such personal traits as habits.

18. Need help from social psychologist.

19. We are talking about two things - scientific information and the kinds of things we can do to help us along, until we get scientific information based on people's opinions. Observations: Short time practice changes, etc. Looking for ways of improving what we are doing.

20. Should get at intangibles to give guidance in home and family side as well as physical and practice changes. In doing this we should support and assist scientific research.

THE LOOK AHEAD
By Karl Knaus

If I interpret correctly the spirit of this conference, our attitude is: We have a challenging job, we are not quite sure where we are going, nor just how we will get there but we are on our way using the best information and procedures available and trusting that when newer answers are required, they will be forthcoming.

In farm and home development, we do have some background to build upon. The first conference on this subject was held in Chicago in April 1944 attended by one representative from each of the 12 Central States. Following this conference, a few things were tried by most of the States. The second conference was held in June 1948. Attendance was 75 from 12 States. There was more to build upon and the report records discussion on many topics listed on our program this week. Each member of a State committee might well review the discussions of these two conferences.

Now I have no crystal ball to foretell which direction we may go nor at what destinations we may arrive. However, here are a few ideas that you may think over as you ride home:

1. Farm and Home Development now has strong administrative and financial support with adequate funds this year and prospects of additional funds next year. I know of but two States in this group who last year made definite moves to locate personnel and interest them in this sort of work so that a faster start could be made when funds became available. Consequently, over half of the year is past and it is the exceptional State that has a full staff. It is not too early to start locating persons who might be quickly gotten on the job should additional funds become available July 1.

2. In many States, we have siphoned off the best of our staff to work with Farm and Home Development this year. This means that we are creating an increasing problem of maintaining quality of the staff as this work is expanded. This can be offset only by training, supervision, and dynamic effort to recruit good personnel.

3. Is Extension being tested? We need to examine our own efficiency. Have our methods in office and field work kept pace with improved farming and homemaking methods used by the men and women with whom we work? Do we have some very comfortable ruts which we resist leaving? For example, have we emphasized specific answers to questions of farm people rather than helping them to understand 'why' so that next time they may answer their own questions. Do we prefer to work on existing well established projects rather than take on a new enterprise regardless of how important a problem it may present.

   At present, average salaries and expenses of agricultural agents and home agents are about $7,000 and $6,000 per year, respectively. Yet these folks often write letters in long-hand for a secretary to copy, answer questions and do chore jobs which less costly help might do if properly trained. Are we conserving our time by making full use of the clerical help and office machines available to us?

There are definite techniques of acting as chairman of a meeting, of handling office calls, farm visits, and the many personal interviews which are necessary in farm and home development. Have supervisors helped our county staffs become proficient in these techniques? Time management is an increasing important item in the extension worker's life. Agents may not be aware of opportunities for such improvements or realize that such improvements will permit more 4-H Club work, more work with young farmers, and with farm and home development.

4. A little different concept of personal service. Those who recently supported extension in its request for additional funds were motivated basically by the several years lag between the time when information becomes available from research and when it is established practice on a large number of farms. Also a thought that more personal contacts in connection with Extension's large use of mass methods might bring about faster practice adoption. Personal contacts help develop stronger motivation to use the improved way and helps the farm family apply the new recommendations to their individual situations. When difficulties arise which slow down or prevent use of a new practice,,a timely farm or home visit may renew interest and determination to make the new idea work. A desire to correct this situation may have caused Extension to over-emphasize personal contacts as we begin to expand farm and home development.

   We are now in the demonstration stage, the 'gaining confidence' stage of farm and home development. We must learn to walk first. Our staff needs confidence to do this sort of work. Farm people need to be convinced that it will be profitable for them to do it. It is important, however, that we not stay in this stage too long. As a matter of policy we, as leaders, may need to keep the pressure on to use group methods everywhere possible and individual service only where we must to speed up and to get maximum production. Marshall, I believe, is responsible for the following prayer which applies: "Heavenly Father, give me serenity to accept what cannot be changed, courage to change what should be changed, and wisdom to distinguish one from the other." If we can achieve proper balance between group methods and personal service, we will strengthen the trend toward education and achieve proper balance between education and service.

5. Farm and home development may well operate at three levels of effort.

   a. In establishing the work, concentrated effort with a limited number of families as demonstrations to prove the value and to provide examples of progress, is necessary.

   b. Where additional personnel is not available, county agents and specialists may well consciously develop in their own minds and in the minds of farm people the relation of each specialist's activities to the whole farm, home, and living situation. Each county agent's introduction and each specialist's presentation may well remind the farmer and homemaker that this is a part of their whole problem. This will help farm people to think of their problems as a unit. Personal follow-up to speed up practice adoption can then follow as time permits.

c. Much personal service can be justified for only a few years, even though the tendency is for cooperators to request ever increasing service. When services requested are beyond what should be given by a public agency, there is need to graduate those people into cooperative farm management associations or into commercial farm management services.

6. The immediate challenges are:

a. To get going. Many of our worries may never happen if county staff will get into actual operationl. There are indications that our biggest problems may lie not with farm people but with our own staff. We have not in practice yet fully accepted (1) that there are some newer areas in which Extension should be working, (2) that these areas of work may require some newer methods and approaches, and (3) that improvements can be made in our present programs and methods to make time available for newer work.

b. To give adequate leadership to farm and home development. We here are leaders. As leaders, we need to think ahead of county staff if we are to help them to think ahead of farm people. This means we need to be developing short cuts and improved methods which will give service to more people at less cost of time and effort. We are the ones who are responsible for getting the plans on the trestle board before they are needed by the builders. Farm and home development will 'catch on' and develop to its fullest usefulness if we as Extension leaders can do our part in preparing our staff to do this work.

WHO WAS THERE

Illinois	W. F. Coolidge, Supervisor; Lulu Black, Supervisor.
Indiana	Paul B. Crooks, Leader; Anna K. Williams, Supervisor.
Iowa	Carl Malone, Extension Economist; Mary Bodwell, Supervisor; Chuck Donhowe, Supervisor; and E. R. Duncan, Agronomist.
Kansas	Harold E. Stover, Chairman - Agricultural Engineer; Mary Ruth Van Skike, Supervisor; Harvey E. Goertz, County Agricultural Agent; and Mabel R. Smith, County Home Agent.
Michigan	Richard W. Bell, Leader; Eunice Pardee, Specialist; Margaret Brown, Specialist; R. C. Lott, Supervisor; and Bohn Musgrave, Supervisor.
Minnesota	Ermond Hartmans, Farm Management; Lucile Holaday, Home Management; and Roland H. Abraham, Assistant Director.
Missouri	Mary Johnson, Home Economics; C. R. Meeker, District Leader, Balanced Farming; Frank Graham, Supervisor.
Nebraska	Philip S. Sutton, Leader; E. E. Peterson, Farm Management; and Agnes Arthaud, Home Economics.
North Dakota	Paul R. Kasson, County Agent Leader; Irene Crouch, Home Management; A. H. Schulz, Agricultural Engineer; and M. S. Burke, Supervisor.
Ohio	Ross Milner, Farm Management; Mabel Spray, Home Management; and Ed Kirby, Supervisor.
South Dakota	A. W. Anderson, Farm Management; Isabel McGibney, Home Management; and C. Shanley, Program Leader.
Wisconsin	G. F. Baumeister, Supervisor, Louise Young, Home Management; and P. P. Dorner, Farm Management.
Federal Extension Service	Eunice Heywood, Home Economics Field Agent; Starley M. Hunter, Home Management; C. C. Lang, 4-H Field Agent; Ed Callahan, Farm Management; and Karl Knaus, Agricultural Field Agent.